

Jan. 1, 1961

Dear Dad and Anne,

I'm starting the New Year right by fulfilling my resolution to write you some news. Tomorrow we'll call you and let you hear the children, but I'll get all the essential data about my trips and work out of the way here. (Incidentally, please don't show this recital of events to anyone else; I have a feeling it wouldn't be as interesting to anyone but you).

Thank you very much for the thoughtful presents. We read the books to the children tonight, and the stool is perfect, just the right size. Mary, particularly, is delighted with it.

I'll work backwards on our recent history, starting with the last few weeks. I've been working for the last year in a field known as "command and control," which has to do with the problems of controlling the armed forces under conditions of "general war," in which extremely fast reactions are called for despite the fact that all the high commanders are rather likely to be dead and the communications destroyed. Although the basic problems in this area have been familiar at RAND for about four years, and are widely known elsewhere since the last year or so, it seems that Secretary of Defense Gates just got the word in the first week in December, whereupon he frantically called for a special JCS study group to report on the subject before he left office. Another RAND man and I were called to Washington immediately to assist in this study; it was a terrible time for me, since I was working on two papers to be delivered at the economics convention right after Christmas, but it was an invitation very hard to refuse.

We arrived the night of the big blizzard, and since both Washington and New York airports were snowed in, we landed in Boston. It took 20 hours by train to get to Washington, where the temperature was 5°. The trip reminded me how much we were missing in California, and how glad I was to miss it.

As soon as I got back, I had to work day and night on the papers, taking off Christmas and the day after for a pleasant holiday. This year Robert decorated the tree almost all by himself, and both kids had a wonderful time. (We took the tree down today and dug ourselves out of the mess).

On the 27th I finished the papers at the office, and took the afternoon plane for St. Louis, where I delivered one before a session of the Econometric Society and one for the American Economic Association (meeting jointly). Both were very well received. The second will be published in the American Economic Review and the first in Econometrica. ~~fixxxxxxxxxxxxxxxx~~